Neuro-Rehabilitation Focus Group Strategic Plan

<u>Conceptual Framework:</u> The Neuro-Rehabilitation Focus Group recognizes the Center's rich history of excellence in offering highly specialized and comprehensive services for individuals with neurological injuries and disease. Striving to be recognized by clients and referral sources as a leader in the field of Neuro-Rehabilitation in the mid-Atlantic region and beyond, our Center of Neuro-Rehabilitation Excellence endeavors to continually evaluate and advance our programs as science, technology and therapeutic interventions emerge to optimize our clients' recovery potential and opportunities for success.

WWRC Neuro-Rehabilitation Focus Gro	up
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Goal#1: WWRC will apply effectively its expertise in the field of Neuro-Rehabilitation to advance our service delivery programs to optimize our clients' recovery and opportunities for independent living, employment and quality of life.

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Objective	Responsible Person(s)	Implementation Strategy	Time Frame	Indicators
Clearly articulate admission criteria and expected outcomes for all Neuro-Rehabilitation programs across WWRC residential options.	Person(s) NRFG with input from: SCI Program BIS Program Physicians Nursing John Phelps Greta Hedberg Other	 ✓ Review existing admissions criteria recommendations from upcoming STRU Design Team report. ✓ Continue to evaluate service delivery processes with regard to "Road-mapping". ✓ Evaluate alternative funding and referral sources (VA, Work Comp) to offer non-traditional programs. ✓ Design Team to develop a 	Summer/Fall 08 Ongoing Ongoing Summer/Fall	Clear written criteria and guidelines for each Neuro-Rehabilitation program (BI, SCI, Neuro Substance Abuse) across all residential options. Updated information in all marketing media and website. Renovated medical space is used effectively to its maximal capacity. Clear marketing and referral
	potential referral sources (e.g. VA System)	transition plan to return to renovated medical unit. ✓ Formulate a Short Term Rehabilitation Program Leadership Team.	Summer/Fall	development plan. STRP Leadership Team provides ongoing program evaluation and direction.
	Design team(TBD)			

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Implement the CNI Substance Abuse grant.	Dr. Richard Luck, Project Coordinator Dr. Fred Capps, Principle Investigator CNI Grant Steering Committee	Conduct a feasibility study/Business plan to include: Identifying the market which includes: program capacity, payer mix, length of stay, reimbursement; Business model which includes: Characteristics of ideal partner, structure and prospective partners; Financial feasibility which includes: models, best case scenario, and risk assessment; and action plan.	May 2008 COMPLETED	Complete study report submitted to WWRC director and DRS commissioner Study reviewed by the above Finalize RFP
		Complete RFP process	July 2008	Mail, receive and analyze responses, select finalist and analyze, interview finalists and make selection.
		Complete Pilot Study	April 2009	Finalize pilot study agreement, and run study
		Partnership implementation	May 2009	Determine legal structure, negotiate contracts, establish structure, admit patients

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Implement the policies and procedures that were developed by the Rehabilitation Technology Design Team to identify, evaluate, acquire and integrate emerging neuro-modalities and treatment interventions into WWRC Neuro-Rehabilitation programs.	Department managers OD & QA	 Educate staff on the new Rehabilitation Technology Request policy. Encourage staff as they learn of emerging technology to use the Technology Request process to alert the Center of Excellence focus group. Review any requests submitted and provide guidance as to approval for seeking needed funding. Ensure methods for establishing standards of care and outcome data are included in any proposal to integrate new RT into practice. Evaluate opportunities for further evaluating new RT or new treatment modalities through education or site visits. 	Fall 2009 Ongoing Biannual review Ongoing Ongoing	WWRC's Center for Neuro-Rehabilitation will have a vision and consistent method to guide decisions regarding program enhancements based upon responsible evaluation and testing of emerging treatment science and technology. Support strategies for acquiring technology or training that will focus on using treatments that optimize neurological recovery.

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Client-centered and interdisciplinary rehabilitation programs will strive toward evidence-based practices and incorporate outcome measures to evaluate effectiveness at the individual and program level.	Cognitive Therapy Consult Team	 ✓ Fully implement Consult Team idea ✓ Educate FRS and WWRC staff re. findings and recommendations (New Counselors Skills Training, FRS training possibly via webinar that could provide CRC CEUs, web-based training) ✓ Evaluate existing data from use of the MPAI (Mayo-Portland Assessment Inventory) and expand its use as appropriate. ✓ Evaluate indications for cognitive therapy groups, explore avenues for billing when appropriate and 	Summer/Fall 08	Cognitive consult team identified in AWARE as a service procedure code. Email group defined. Training events held. Cognitive aides inventory established and budget projections made. Billing guidelines established for cognitive groups.
treatment area per year for analysis and recommendations to enhance practice standards.	FY 09 Target: Neuroplasticity Design Team TBD PT, OT, SLP, RN Physiatrist	disseminate group practice guidelines. Develop policies for use of cognitive aides including procurement of same. ******** Identify existing clinical practices at WWRC which have neuroplasticity as a theoretical basis. Examine academic, research and clinical evidence related to target area and provide a summary of findings. Identify and seek input from external experts in the field to contribute to our knowledge.	Winter/Srping 09	***** Design Team Report that will outline team findings and recommendations relative to the targeted clinical practice. All staff utilizing the targeted clinical practice will have an understanding and ability to integrate the findings into daily

	Develop clinical guidelines or best practices that allow for individual client needs when applying the targeted treatment consistently across disciplines. Integrate evidence-based practices that have a basis in measurable indicators of client outcomes (ie. baseline, interval and discharge measures) with methods for efficient data collection and analysis for ongoing individual and clinical program evaluation. Identify other WWRC clinical practice areas to be studied as above.	practice. Reimbursement will be maximized by documenting use of EBP. Robust outcome data for major program areas to allow ongoing analysis of program effectiveness and gap identification. Continuous improvement of clinical practices.
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1E Marketing of services	•	 Evaluate and update existing marketing materials (brochures, web) for each program. Advocate for WWRC "patient referral coordinator" to open DRS cases on persons with acute injuries (hospital caseloads) for ease of access to WWRC Evaluation and STRU services and smooth transition to FRS case manager prior to WWRC discharge. Identify special or new programs that 	FY 09	 Develop PowerPoint presentation(s) targeted to different audiences for marketing purposes. Develop marketing "packets" for different audiences for each program. Develop materials for table tip displays at
		 Identify special of flew programs that would benefit from a targeted marketing effort: BIS clinics SCI programs Substance Abuse program Develop marketing strategy and materials for medical services and programs working together with the AT Center of Excellence. 		meetings
		 ✓ Identify key contacts and recruit medical staff to make marketing visits to targeted referral sources. ✓ Identify relevant conferences and meetings at which it would benefit WWRC to have a "presence" to guide annual planning by OD & QA for travel requests. 		

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To provide clients, families, caregivers, case managers and community support systems with appropriate and current disability-related educational resources and community linkages.	Design Team Group TBD through recruitment of interested staff Consult with AT group working to establish AT Loaner Library	 ☑ Identify existing educational resources available at WWRC for all disability groups served (multimedia, web-based, and print materials). ☑ Survey cross-sampling of clients, caregivers re. preferred modes of educational training. ☑ Explore mechanisms for maintaining current listing of community resources and linkages to be able to provide I&R for clients returning to the community. ☑ Evaluate resources and methods used by other major rehabilitation centers to identify best practices. ☑ Possible collaboration with university rehabilitation training programs working with student internships to offer the manpower for resource development. ☑ Explore grant funding as appropriate. ☑ Make recommendations as to how a centrally located resource library could be established and managed. 	FY 09	 Develop a centrally located neurorehab resource library (multipurpose room?) to be matched with target populations; include VHS/DVD player, computers for web-based learning, "story boards" to share experiences. Provide an online listing of available materials in the resource library and links to relevant web-based information. Develop an alumni peer support web page or blog. Create a "speakers bureau" with monthly inservice presentations to internal/external audiences.

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To continually strive to advance services provided for all populations served.	NRFG	Explore options for meeting clients' psychoemotional support needs across disability groups (peer support groups, individual counseling).	FY 09	Resources (staff) allocated for individual and group counseling/support to persons with neuro disability
, , , , , , , , , , , , , , , , , , , ,		Work with Recreation staff to enhance therapeutic recreation and leisure education and activities.		Prioritized recruitment of RT who will serve clients on medical programs
		Identify FRS case managers who specifically carry medical caseloads and work with them on defining "roadmap" for these clients.		Consistent referrals to Neurorehabilitation services from across the FRS regions
		Evaluate priority staffing needs impacting the COE on a quarterly basis and offer input into Executive Staff priorities.		Ongoing input via Barbie to Executive Staff on staffing priorities.
		Neuropsych post-docRecreation therapist		Recommendations from SCI,
		Seek input from SCI and BI/CVA Teams on emerging program needs or new therapeutic options to consider.		STR and BI programs are reviewed quarterly with strategies devised to meet priorities.
		☑ Develop a STRU leadership team	July 08	

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To optimize capacity for client service delivery through continuous attention to gaining efficiencies in	NRFG Ongoing oversight, review and implementation of process	Optimize reimbursement and regulatory compliance through integration of Charge Capture and AWARE (ICM) into standard clinical practices and compliance monitoring.	Fall 08	WWRC staff using AWARE, Charge Capture and DocFinity resources for efficient and effective documentation, billing and case management.
all service delivery and related support processes.	improvements with input as indicated from:	 Collaborate with OD&QA staff to develop program specific tracking mechanisms. 	Fall 08	QA processes developed and monitored through OD & QA unit providing
	Med Div Dept Heads, Admissions, Case Management,	☑ Identify data to be tracked (what information would be beneficial to program evaluation and strategic planning—AWARE & MCC reports.	Fall 08	relevant data for CQI across all service areas. Client satisfaction issues
	OD&QA unit, Tom Blosser (ICM), Regional Directors, John	 Incorporate program evaluation and Q/A recommendations from STRU design team 	Ongoing	are resolved quickly and effectively.
	Phelps	Annually review policy and procedures to ensure alignment with mission and outcomes of those served	Ongoing	

Goal#2: WWRC will partner with other community and national leaders to advance professional knowledge, skills and abilities to meet the changing needs and rehabilitation objectives of the clients served by the WWRC Center for Neuro-Rehabilitation Excellence.

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To develop and expand the expertise of WWRC staff who deliver Neurorehabilitation services.	Resources Med Division Continuing Education Committee Department Heads OD &QA Unit	 ✓ Supportive of ongoing critical analysis of expanding PT services for neurorehabilitation populations served to include body-weight supported gait training being coordinated through OD & QA and WWRC Foundation for funding, send a team of 3 PT staff to the NeuroRecovery Network Locomotor Training course in Philadephia (Magee Rehabilitation) Oct 23-26th 2008. ✓ Coordinate with Dr. Capps CNI grant program to offer Center staff training relative to Substance Abuse issues in persons with neurologic disabilities. ✓ Send an OT and PT to the Annual SCI Model Systems Leadership Forum in Pittsburgh on Oct. 16th-18th 2008 to maintain WWRC visibility and input into this group which encompasses the premier SCI facilities in the nation. WWRC will have an opportunity to host this forum in the near future (2010). ✓ BI conference/ 2009 Williamsburg 	Decision Memo completed 7/10/08 TBD Decision Memo completed by 7/10/08 Decision Memo completed by 3/1/09	Evidence-based knowledge to guide final proposal to WWRC Foundation and other potential grant funding sources on this rehab technology. Staff competency in place to support WWRC roles in the public-private partnership offering substance abuse treatment to persons with SCI and BI. Staff prepared to host Annual SCI Model Systems Leadership forum in 2010, providing state-of-the-art clinical SCI services and able to participate successfully in next round of Model Systems grant applications. Staff providing and contributing to state-of-the-art brain injury services.
		☑ Support CE for Nursing /attendants		

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2.B. To increase WWRC's presence at the national level: staff will be invited to present at	Resources NRC's be Department Heads Staff will resent at WWRC Administration OD & QA Unit	regional association meetings are conferences that would be beneficially be conferences and regional association meetings are conferences that would be beneficially beneficially conferences and regional association meetings are conferences that would be beneficially conferences and conferences that would be beneficially conferences.	regional association meetings and conferences that would be beneficial for WWRC staff to attend as presenters	Sept 08	Annual plan coordinated through ODQA for WWRC staff participation in identified professional meetings.
rehabilitation providers' consortiums and conferences and will contribute to the			✓ MCV SCI Meeting (April)✓ VRA Collaborations (Sep/Oct)		Procedure manual (ODQA) on-line for staff reference in hosting workshops at WWRC.
field's peer-reviewed literature.		Ensure that logistical support for hosting meetings at WWRC and for staff travel to attend meetings or trainings is coordinated through OD&QA unit.	ongoing	Shared electronic library of all WWRC presentations given or received (OD & QA).	
	SCI Team—	☑ Host OT/PT SCI Conference	Fall 09		
	Conference Planning	✓ Develop mechanisms to support staff presentation efforts that will create a consistent "look" for all Center presentations (ie. basic template for elements to include) and make it easier for staff to prepare?			

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2.C. To foster those staff with an interest in pursuing clinical research.	OD & QA HRRC	 ✓ Interested staff will attend WWRC Research Introduction trainings. ✓ Staff with an idea toward clinical research relative to this COE will be given opportunity to present to the COE for input and support (ODQA staff also present). 	Summer/Fall 08 Ongoing	A cross-disciplinary sample of staff serving the various populations served by Neurorehabilitation Center of Excellence will complete the Research Training.
		 ✓ Create a research agenda for the Center for Neurorehabilitation Excellence—priorities and directions—to effectively integrate research efforts into primary mission for service delivery. CNI SCI CADRE network Multi-site ERGYS clinical study SCI Model Systems grant BIS Outcome measure (MPAI) Work with ODQA to develop these ideas. ✓ Explore options for building upon existing relationships with university programs sending clinical interns to WWRC for access to their research infrastructure. 	Fall 08	Staff with research ideas will receive needed guidance and support to prepare proposals. WWRC positioned to make successful applications as lead or co-applicant to appropriate grant programs that are consistent with Center and COE goals and objectives.